

# Leadership Development Program Prepares HUD-OIG's Workforce as Waves of Baby Boomers Begin to Retire

## Objective

Like so many public agencies across the country, the **U.S. Department of Housing and Urban Development (HUD)** faces one of the largest exodus of supervisory and management level employees due to baby boomer retirement. To prepare its workforce, HUD's Office of Inspector General (HUD-OIG) contracted with CPS Human Resource Services to create a Leadership Training Program to identify and develop individuals for management positions.

## Solution

In 2005 CPS Human Resource Services produced a research study, *Building the Leadership Pipeline in Local, State, and Federal Government\** which reviewed, analyzed, and recommended specific strategies and solutions on how to fill the void left by the massive exit of baby boomers retiring from the public sector in the next five to ten years.

Utilizing the **Integrated Approach Leadership model** detailed in the Pipeline Study, CPS drew upon its own research and extensive leadership knowledge to develop a collaborative process that fully engaged HUD's Office of Inspector General.

The team first met with the Office of Inspector General's Human Resource department and the agency's senior management to identify the qualities, competencies, objectives, and structure of an exceptional leadership program.

CPS learned that HUD-OIG wanted options on how to provide the best opportunities for their people to get "real life" experience and knowledge and not just attend theoretical management programs to ascend to supervisory and executive positions. Through meetings, interviews, and discussions, CPS listened to what the client wanted to achieve.

Equipped with a project plan and time line, CPS began the process of developing a comprehensive and detailed leadership plan that encompassed all the elements the client required. Meeting weekly with HUD-OIG, CPS provided milestone updates on a continuous basis to ensure the client was involved in every step of creating a customized leadership program that fit specific needs and the budget.

## Results

HUD-OIG was extremely pleased with the outcome of the program design process. With final elements still being completed, the leadership training project is slated to begin in 2007.

The new program was designed with opportunities that include job rotations, manager job shadowing, headquarter and field assignments, and a formal training process among others.

The project was an effective collaboration between CPS and HUD-OIG, enabling the consultant to bring new ideas to the table while at the same time delivering on the objectives envisioned by HUD-OIG.

\*To download a copy of the CPS report, *Building the Leadership Pipeline*, visit [www.cps.ca.gov](http://www.cps.ca.gov).

**U.S. Department  
of Housing and  
Urban Development  
- Office of the  
Inspector General**

The new leadership  
program was an  
effective  
collaboration  
between HUD and  
CPS. The client was  
extremely pleased  
with the program  
design process.



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